

Parks and Recreation Division 2004 Fourth Quarter Report

Introduction

The Omnibus Parks Ordinance (Ordinance 14509), adopted November 18, 2002, by the King County Council, included a reporting requirement for the Parks and Recreation Division. Specifically, the ordinance states:

“The division shall provide a written report to the council, filed with the clerk of the council, at least four times each year, by March 15, June 15, September 15, and December 15, and more frequently as directed by the council by motion, regarding the execution of the division’s duties and responsibilities as established in K.C.C. 2.16.045.E. Following transmittal of each written report, the division shall also make an oral presentation to the council. The written reports and oral presentations shall include, but shall not be limited to, information as to the division’s efforts in:

- A. Meeting revenue targets under section 7 of this ordinance;*
- B. Implementing entrepreneurial strategies including advertising, leasing and concession agreements;*
- C. Pursuing gifts, bequests and donations, including the value and sources of gifts, bequests and donations received;*
- D. Developing agreements with other organizations to provide recreation services;*
- E. Transferring parks and recreation assets within incorporated areas or potential annexation areas to cities; and*
- F. Community outreach and involvement.”*

This report responds to the reporting requirements of the Omnibus Parks Ordinance for the fourth quarter of 2004, and provides a broad picture of how the division is implementing the Parks Business Plan and the voter-approved levy that went into effect in January of 2004. This document is meant to serve as an up-to-date reference document as the executive, council, and soon-to-be-established County Council’s Citizens Levy Oversight Committee review Parks and Recreation Division activities over the coming years. In that regard, the content and format of the document may evolve in the future to meet information needs in addition to fulfilling the reporting requirements of the Omnibus Ordinance.

The outline of this report is as follows:

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<p style="text-align: center;">Section I History of the Parks and Recreation Division Since 2002</p>
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Prior to 2002, the Parks and Recreation Division was a separate department largely funded by the County's General (CX) Fund. In 2002, a series of events occurred that significantly re-oriented the county park system:

- Due to the financial pressures of annexations and incorporations, initiatives, unfunded state mandates and declining revenues, it became clear that the county's general fund could no longer substantially support the county parks system.
- King County Parks and Recreation was re-organized as a division within the County's Department of Natural Resources (renamed the Department of Natural Resources and Parks).
- Under the threat of park closures, an independent Parks Task Force was appointed by the executive and county council to provide long and short-term recommendations for stabilizing parks financially and operationally.

The Task Force recommendations were presented in a Parks Business Plan. Among other things, it called for the division to:

- Focus on regional and rural assets and programs;
- Cut costs;
- Immediately transfer local urban parks within cities to cities;
- Transfer local urban parks within the urban growth area (UGA) to cities over time;
- Establish partnerships as a way to enhance recreation without incurring substantial additional expense; and
- Pursue entrepreneurial initiatives as a way to generate new revenue.

The recommendations were accepted by the executive and the council gave the division authority to implement the plan through the Parks Omnibus Ordinance (Ordinance 14509). Two key aspects of that ordinance merit mention:

- The ordinance specifically allowed the division the latitude to raise user fees without specific council approval. (Prior to the ordinance, the division was required to obtain council approval for each fee change). New fees continue to require approval of the council.
- To inform the executive, council, and public of its progress implementing the Business Plan, the division was required to prepare quarterly reports. The reports, while not requiring approval by council, assist the council in its general oversight responsibilities.

Implementation of the Business Plan began in 2002. The most significant early achievement was the transfer of a number of parks and pools, saving the division more than \$4 million annually. Programs were also re-focused and the work force was reduced by thirty-five percent (35%) for an additional \$5 million in savings.

Still, the Task Force, through its Business Plan, recognized that user fees and entrepreneurial revenues alone would not be sufficient to sustain the county's regional parks and programs, and supported proposing a modest property tax levy to the voters to partially fund continued maintenance and operations. In May 2003, the majority of King County voters approved a 4.9-cent per \$1,000 assessed value property tax, for the period of 2004-2007. Revenues from the levy are specifically earmarked for maintenance and operations of King County's regional and rural park facilities.

As prescribed by ordinance, in 2003 the Parks and Recreation Division began preparing and submitting quarterly reports to the King County Council. In many ways, 2003 marked the first year of transition for the division, as outlined in the Business Plan. In 2003, the division was funded by revenues and new entrepreneurial efforts; some (albeit significantly reduced) transfers from the general fund; and one-time intergovernmental transfers from funds such as the Surface Water Management fund and Road fund. The voter-approved property tax levy that went into effect in January of 2004 is currently the single largest source of division revenues.

In 2004, the division, for the first time, fully managed their own operating funds, fees and entrepreneurial efforts. The year was notable for continued progress on highly creative entrepreneurial programs, fee increases that more closely matched the costs of providing services, and a much more business-like response both to opportunities and challenges experienced during 2004.

Section II

General Overview of the Adopted Parks and Recreation Division Financial Plan

The most recent (2005 Adopted) Parks Division Financial Plan, shown in Appendix A, outlines the division's actual 2004 expenditures and revenues, and provides a forecast for 2005 through 2007.

The 2004 funding structure for the division differs significantly from prior years because it is the first year the voter-approved levy was in effect. In 2003, the division was funded by a variety of sources including general fund revenues, intergovernmental transfers, and business revenues. Prior to 2003, the primary source of revenue for Parks and Recreation was general fund revenues.

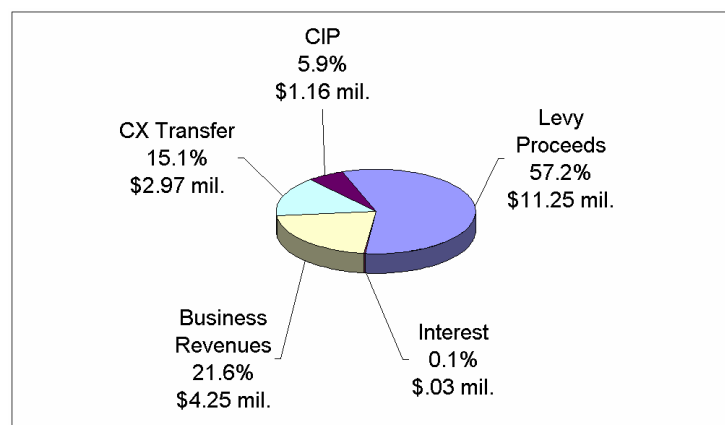
The financial plan's forecast of overall revenues and expenditures is described in detail below. These 2004 year-end figures revise earlier estimates based on more current information and recent experiences. The format of the financial plan is structured to conform to standard county budget forms and is meant to provide an overview of information important to understanding the division's finances. However, the format of the financial plan and description of revenues and expenditures may evolve in the future to fulfill information needs of the division, the Office of Management and Budget, and the Levy Oversight Committee.

Overall Revenues and Available Funds

The components of the 2004 Actual Parks Division revenues include a total of \$19.65 million in revenues (Figure 1), consisting of:

- Levy proceeds, \$11.25 million, or about 57.2% of total available funds;
- Business revenues of \$4.25 million, about 21.6% of funds;
- King County Current Expense (CX) Fund transfer, \$2.97 million or 15.1%;
- Real Estate Excise Tax (REET) revenues for Capital Improvement Project program work, \$1.16 million or 5.9%; and
- Interest (.1%).

Figure 1
2004 Actual Revenues
(Total = \$19.65 million)



¹ Rounding in chart data for display purposes results in a total of \$19.66.

The actual 2004 revenues differ from the financial plan adopted in the 2004 budget, as follows:

(1) Levy revenues were \$280,000 lower than the amount projected in the 2004 Adopted Financial Plan. The levy proceeds estimate was revised downward mid-year by the County Budget Office when it became apparent the original 2004 forecast of assessed valuation (AV), made in 2003 when the original financial plan was prepared, was too high. The AV did not grow as expected, primarily due to a slower than forecast commercial real estate market. The AV growth from 2003 to 2004 was in fact the lowest rate of growth in twenty years¹.

2004 was the first year the Parks levy went into effect, so levy revenues equal the voter-approved levy rate (4.9 cents per \$1,000 of AV) times actual assessed valuation. In subsequent years (2005-2007), Parks levy revenues are much more predictable, because they are statutorily capped to grow by only 1% plus new construction, even though AV usually grows more than 1% each year. However, because levy revenues are starting off from a lower base in 2004 than initially forecast, levy revenues in the out years (2005-2007) will also be lower than forecast in 2003. Actual 2004 levy revenues were \$11.25 million, compared to the \$11.53 million estimate in the 2004 adopted budget. Compared to the 2004 adopted financial plan, the lower AV lowers the estimate of aggregate levy revenues by about \$500,000 over the life of the levy (or about \$450,000 in present value terms²).

(2) Business revenues were \$883,000 lower than projected. The division dramatically increased business revenues in the recent past (an increase of over 68% from 2002 to 2003), however the 2004 business revenues declined by 3% from 2003 (Table 2). The division continues to emphasize growth in these revenues, and is confident these revenues can be increased by at least five percent (5%) per year.

The Adopted 2005 Plan incorporates the division's best estimate of resources available for the 2005-2007 period based upon one year of actual experience under the levy funding. Actual 2004 business revenues were \$4.25 million, and are discussed further in Section III, below.

Overall Expenditures and Uses of Revenue

Overall expenditures are described below. However, at the outset it should be noted that there are important constraints on the use of division revenues. These restrictions include:

- The levy ordinance specifies that levy proceeds must be used for rural and regional facilities, and not for local facilities in the unincorporated urban growth area (UGA).
- Local facilities and programs in the UGA are to be funded by the King County current expense fund (CX) and business revenues generated by those facilities. It is anticipated that the UGA expenditures (and funding) will decline over time, as more of the UGA area becomes annexed by cities in the county, or facilities are transferred in anticipation of annexations.
- Entrepreneurial revenues generated by regional and rural facilities are not used to support UGA facilities, and vice-versa. Business revenues, which include both traditional fees for service and new entrepreneurial efforts, are generated by, and used in UGA, regional, and rural facilities. Several regional facilities, while still subsidized, are making good progress toward becoming self-supporting.

¹ Source: King County Office of Management and Budget

² Assuming a nominal discount rate of 6%

- REET funds are to be used for administering the capital/land management programs. Capital project construction is funded through REET, but the Facilities Management Division manages the capital fund itself.

Actual 2004 expenditures total \$17.98 million. The expenditure categories are illustrated in Figure 2 below and shown in more detail in the 2005 Parks Financial Plan, Appendix A. This amount includes regional and rural expenditures of \$9.6 million, UGA expenditures of about \$3.8 million, non-UGA business revenue derived expenditures of \$3.4 million, and \$1.2 million for capital land management programs. Total expenditures were less than revenues by \$1.67 million, in response to lower-than-projected revenues, discussed further in Section pII below.

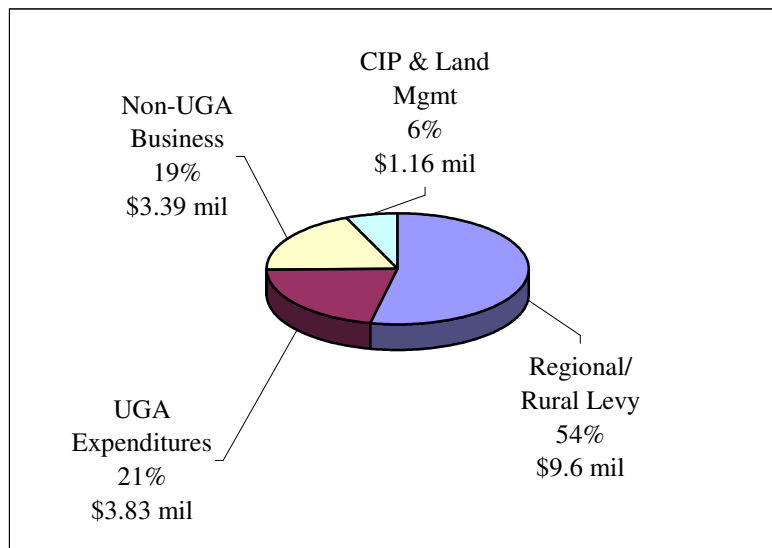
The financial plan also forecast \$300,000 of 2004 operating expenditures for the Association Development Operation Partnerships (ADOPs) program, funded in part by the voter-approved levy. The division is currently working with approximately 18 groups that are interested in participating in the ADOPs Program. There is a total of \$1.2 million in ADOPs program funds, \$300,000 operating and \$300,000 capital, in both 2003 and 2004 budgeted funds. Although no ADOPs agreements were completed in 2004, efforts in 2004 will result in agreements finalized early in 2005. We discuss potential partnerships in more detail in Section IV of this report, and will continue to provide updates on the ADOPs program and allocation of funds throughout the year, in future quarterly reports.

The 2004 Adopted Financial Plan included a three percent (3%) underexpenditure goal division-wide. The actual 2004 underexpenditure of over \$1 million (over 7%) is the result of a combination of significant division efforts to keep expenditures in line with revenues, and to substitute revenue-backed work from other divisions and departments to allow experienced staff to be retained despite levy and other revenue shortfalls. The achievement of the fund balance target is confirmation that Parks is behaving in an entrepreneurial fashion by adjusting expenditures nimbly to match fluctuating revenues.

Revenues & Expenditures From Financial Plan (in millions)			
	2004 Adopted	2004 Actual	Difference
Revenues (in millions)	\$20.80	\$19.65	-5.53%
Expenditures (in millions)	\$19.36	\$17.98	-7.13%

As illustrated below in Figure 2, the division 2004 expenditures were primarily in regional and rural levy funded activities.

Figure 2
2004 Actual Expenditures in Millions by Category
 (Total - \$17.98 million)



Forecasts 2005-2007

Out-year forecasts of expenditures and revenues contained in the 2005 Adopted Financial Plan show annual increases in revenues and expenditures. In particular, several points merit mention regarding forecasts beyond 2004:

- The Business Plan calls for a decrease in county ownership and management of UGA facilities over time as UGA areas become annexed. Consistent with this, the 2005 Adopted Financial Plan calls for a reduction of the CX transfer from \$2.96 million in 2004 to \$2.7 million in 2005. This reduction is primarily the result of the transfer of the Tahoma pool (a UGA facility) that occurred in the fourth quarter of 2004. In 2005 and 2006, the Financial Plan assumes annual inflationary increases in the CX transfer used to support UGA facilities. As annexations and transfer occur, CX revenues and UGA expenditures will decrease commensurately. In general, the Financial Plan assumes aggregate annual increases of five percent (5%) in business revenues. Business revenues are discussed in more detail in Section III.
- Forecasts are made only through 2007, the final year of the voter-approved levy. It is unclear what will happen after that date. The executive and the Parks and Recreation Division will work with the council to explore future funding strategies.

Section III Business Revenues

This section provides more detailed information on business revenues earned by the Parks and Recreation Division, including funds received from user fees, entrepreneurial activities, and other non-governmental sources. In general, they include funds other than those provided by the voter-approved levy, the general fund, and intergovernmental transfers (e.g., REET).

The Parks and Recreation Division's 2004 Adopted Operating Budget Expenditures totaled \$19.4 million. \$5.1 million was expected to come from business revenues. Table 1 below displays the actual business revenues from 2003, as well as the 2004 Adopted and Actual amounts in all categories of business revenues.

**Table 1: Parks and Recreation Division
Business Revenues 2003 Actual, 2004 Forecast & Actual**

General Category	2002 Actual	2003 Actual	2004 Adopted Budget	2004 Actual Revenues	04 Adopted v. Actual over/ (short)
Aquatic User Fees	\$2,533,353	\$1,692,516	\$1,837,518	\$1,703,067	(\$134,451)
Field, Facility, & Other User Fees ¹		\$1,467,441	1,869,497	1,468,611	(\$400,886)
Marymoor Parking	\$0	\$295,436	400,000	401,141	\$1,141
Misc. Enterprise Revenues (Including Concert Series)	\$0	\$541,615	875,000	425,977	(\$449,023)
Other Misc. Revenues (utility permits, grants, etc.)	\$67,798	\$379,841	146,188	246,618	\$100,430
Total Business Revenues	\$2,601,151	\$4,376,849	\$5,128,203	\$4,245,414	(\$882,789)
1. Category includes all facility rentals including fairgrounds, fair, drop-in programs and other recreational programming. 2. Of this total, \$80.675 is shown as revenue in ARMS, however it is technically pass-through for payment of leasehold tax and advalorem tax refunds.					

Table 1 illustrates that the major source of the downward turn in business revenues was miscellaneous concession or enterprise revenues, which were over \$440,000 less than projected. The components of that revenue category are discussed in more detail below. The division's 2004 budget contained an aggressive estimate of additional revenues from new concession agreements and non-traditional entrepreneurial efforts. While the division has experienced significant success in such efforts, including the Marymoor Concert Series, Group Health naming rights, and SUBWAY restaurant concessions, these revenues have taken longer to materialize than originally estimated. Additionally, the Field, Facility and Other User Fees category reflects revenues well below adopted levels for the fair and fairgrounds, discussed further below. Adult users at fields also declined. The Division is continually reviewing field and facility user group activity (market demand) and adjusting strategies to maximize operating revenue.

The entrepreneurial revenues are not as predictable as, for example, property tax revenues, and development time is longer than originally expected. The initial targets were not realized in 2004, and the combination of the lower-than-expected AV leading to levy shortfalls, and

the longer-than-planned start-up time for non-traditional revenue sources is the reason the division had to significantly under-spend the budget. No general or other fund cushion exists in the division financial plan. Revenue monitoring led to a mid-year reduced revenue projection, and similar to private enterprise operations, the division took action quickly. The division aggressively sought work from other operating and capital fund sources in order to keep experienced staff on board, and cut back expenses below long-term sustainable levels. Over the life of the levy, the division is confident the new revenues will materialize. Even in the early months of 2005 as this report is prepared, some of the agreements anticipated for 2004 have been completed. This effort is discussed in further detail below, under "Other Enterprise Efforts".

Table 2 illustrates the division's recent history in generating business revenues. This table indicates that Parks and Recreation Division has been highly successful in generating and increasing business revenues over the past two years, since the development of the division's Business Plan. In particular, it shows that a large jump in business revenues occurred in 2003, following passage of the Omnibus Parks Ordinance when fees were increased to more closely reflect the cost of providing service. It also shows that the 2004 revised estimate of business revenues, while having been revised downward, still represents a 63% increase from the previous ways of doing business, such as in 2002. The division is building on its early 2003 successes and anticipates a significant increase in business revenues in 2005 (when more entrepreneurial revenues are expected to be realized such as naming rights and sponsorships), and five percent (5%) annual increases in these revenues in both 2006 and 2007.

Table 2: Business Revenues, 2002-2004

	2002 Actual	2003 Actual	2004 Actual
All Business Revenues	\$2,601,151	\$4,376,849	\$ 4,245,414
Change From prior Year:		68.27%	-3.00%

The remainder of this section discusses the results of the division's efforts to generate specific business revenues in 2004, and where possible, comparing results to those in prior years. Tables 3-5 below provide comparisons over time between certain categories of revenues that allow for consistent comparison.

User Fees

Following an initial increase in fees in 2003 to more closely cover the cost of providing service, in 2004 the division implemented a modest increase in fees. When the first fee increase of about 50% was proposed, the division received over 240 comments; most were about the new parking fee. In November 2003, the Parks and Recreation Division proposed a five percent (5%) 2004 fee increase for most programs and activities and during the required 30-day public comment period, received only six comments. In November 2004, the division published proposed 2005 fees and again received only six comments. The 2004 and 2005 fees are included in Appendix B.

Aquatics User Fees

The user fee revenues identified in Table 3 cover the three unincorporated area pools (Renton, Tahoma, and Evergreen), the King County Aquatic Center, and the Cottage Lake and Vashon seasonal outdoor pools. The Tahoma Pool was transferred to the City of Covington in November 2004, by legislation passed in September, 2004.

The table identifies revenues for individual pools in 2004. Overall, pool revenues are up by about 1% compared to the same period in 2003. However, revenues are down from 2003 for several pools, including Vashon, Cottage Lake, Renton, and Tahoma, despite modest increases in pool fees. The 9% decrease in pool fees from the Renton pool could, in part, be due to the opening of a new pool in the City of Renton, dampening some user demand for our facility. However, revenues from the King County Aquatic Center (KCAC) are up 8%. The strong growth in revenues from the KCAC are of particular note because this is a large regional facility, consistent with the division's business plan to focus efforts on regional facilities. The Evergreen and Renton pools are in the unincorporated urban growth area (UGA) and are to be transferred to cities or other entities over time. As mentioned, the county has completed the transfer of the Tahoma pool to the City of Covington, and will not receive revenue from that facility in 2005.

The relatively small growth in total aquatic fee revenues since 2003 may be the result of a variety of factors. There also may potentially be some price sensitivity in certain areas of the county. Still, the division believes more revenues can be generated from pools, and will continue to seek opportunities to maximize revenues and adjust programs wherever possible and appropriate. For example, in late 2004 pool slides were installed at the Renton, Vashon and Tahoma facilities in an attempt to increase the appeal, attendance and revenue at these pools.

Table 3: Aquatic User Fee Revenue, 2002-2004

Aquatics Facilities	2002	2003	2004	Change 2002 - 2004	Change 2003-2004
Vashon ¹	58,892	73,641	70,253	19.29%	-4.60%
Cottage Lake ¹	61,636	82,701	80,958	31.35%	-2.11%
Evergreen	131,660	143,657	157,952	19.97%	9.95%
Renton	226,839	305,170	277,532	22.35%	-9.06%
Tahoma ²	340,224	363,421	340,789	0.17%	-6.23%
KCAC	431,457	723,928	782,831	81.44%	8.14%
TOTAL	\$ 1,250,708	\$ 1,692,518	\$ 1,710,315	36.75%	1.05%

¹ Outdoor pools open only during the May-September season

² Tahoma pool transferred to the City of Covington in the fourth quarter 2004.

Field and facility user fees

This category includes athletic field rentals, recreation programs, and applies to the fairgrounds, community centers, and all parks with ball fields or picnic shelters. In 2004, fields and facilities revenues were up 13.81%, or over \$92,000, from 2003. In other categories, however, revenues declined, and as shown in Table 4 below, in aggregate, fee revenue from this group of fees and programs is down about 2.5% from 2003.

The decrease in this type of revenue can be primarily attributed to reduced income from the fairgrounds, in particular the King County Fair, down almost 16% (over \$122,000) from 2003. Several factors contributed to the decline in revenues from the Fair. The weather during the Fair was abnormally hot for three out of four days, which appears to have significantly affected attendance and revenue. Other fair operations around the region also reported reductions in revenues in 2004. The division also attempted new strategies to increase Fair attendance and revenue, but these were not successful. The division attempted to increase attendance and promote the Fair by having the opening day, a Wednesday, be a "Dollar Day" with significantly reduced prices for admission and parking. In previous years, the division offered a "Senior Day" where senior citizens were admitted free of charge. Attendance was high on Wednesday Dollar Day, but attendance on subsequent days, when

visitors were charged full price, was down from previous years. While the hot weather on the other days may have had an effect, it is also possible that the Dollar Day strategy only shifted attendance from subsequent days. In addition, the division lowered regular admission prices in 2004 compared to the previous year, 2003, hoping to boost overall attendance. Paid attendance however did not increase as much as hoped. The pricing strategy combined with lower-than-expected attendance negatively impacted total revenues.

Development of new strategies to increase attendance is a focus of efforts by the recently appointed King County Fairgrounds Board. The division has been working with the Board to develop a new financial plan for the fairgrounds and submitted a Fair Financial Plan to the County Council on December 1, 2004. The plan involves exploring ways to both increase revenues as well as reduce expenditures, so the fairgrounds can break even over time.

Recreation program revenues since 2002, Table 4 below, are a relatively small part of the total business revenue, and difficult to compare across years. In 2002, the division operated significantly more recreational programs, and since that time some facilities have transferred and fewer programs have been offered. Generally, recreation programs will continue to be a small and a declining portion of the total division revenue.

Table 4: Field and Facility User Fee Revenues, 2002 - 2004

	2002	2003	2004	Change 2002 - 2004	Change 2003-2004
Fields/Facilities	458,074	668,533	760,848	66.10%	13.81%
Recreation Programs ¹	26,771	20,097	13,407	-49.92%	-33.29%
Fairgrounds ²	807,527	775,239	652,823	-19.16%	-15.79%
TOTAL ³	1,292,372	1,463,879	1,427,078	10.42%	-2.51%

¹ Recreation Program revenues reflect transfers of facilities to cities and a significantly decreased emphasis on recreation programming.

² Fairgrounds revenue includes revenues from both the KC Fair and the fairgrounds. The KC Fair generated \$512,068 of the 2004 total, and \$633,355 of the 2003 total.

³ Does not include miscellaneous drop-in and recreational programming revenues summarized in Table 1.

Enterprise Revenues

"Enterprise activities" includes new entrepreneurial initiatives or concessions in addition to traditional revenue sources such as utility permits the division implemented prior to the Business Plan. The Parks and Recreation Division continues to aggressively pursue such efforts. In 2003, for example, enterprise activities included implementation of a parking fee and concert series at Marymoor Park.

The 2004 Adopted Budget anticipated an aggressive target for enterprise revenues -- about \$1,275,000. This included \$400,000 from Marymoor parking fees, \$300,000 from the Marymoor Concert Series, and \$575,000 from other enterprise/entrepreneurial efforts. As part of the 2005 budget submittal, the division reduced the revenue forecasts mid-year for 2004.

Table 5: Enterprise Activities and Revenue 2003 - 2004 ¹

Activity	2003 Actual Revenue	2004 Actual Revenue	Change 2003 - 2004
Marymoor Parking Fee	\$295,436	\$401,141	35.78%
Marymoor Concert Series	\$259,247	\$139,287	-46.27%
Other revenues ²	\$282,368	\$206,015	-27.04%
TOTAL:	\$837,051	\$746,443	-10.82%

¹ These activities were new in 2003. The 2003 figure includes some revenue received in 2002 after the books were closed; recorded in 2003.

² Includes a variety of other enterprise activities. Please see description following this table.

Marymoor Parking Fee

The division implemented a one-dollar (\$1.00) parking fee at Marymoor Park in early 2003, producing a highly successful new stream of revenue, \$295,436 in 2003. The division first placed temporary honor boxes in each of the parking lots throughout the park and during the first quarter of 2003, finalized plans for a more permanent system. The system was approved by the council during the second quarter and was in place by the fourth quarter, 2003. The new automated machines issue dated receipts and accept change, and some use solar power. Locations are more convenient. Compliance with the parking fee has increased. In a 2003 survey of parks users, 57 percent rated the parking fee "good" or higher, suggesting public acceptance and support of the division's efforts to raise revenue this way.

The 2004 Marymoor parking fee was unchanged at one dollar (\$1.00) per day. In 2004, the Marymoor parking fee generated \$401,141 in revenue, an increase of almost 36% from 2003. While some of this increase may be due to increased multiple-use sales, the results clearly indicate that the parking fee has become a robust and reliable source of revenue. The division will continue to develop ways to encourage compliance with the parking fee.

Concert Series

In 2003, the Parks and Recreation Division signed an agreement for a new concert series at Marymoor Park that ran from early June through September 5, 2003. The venue earned positive reviews from area media, patrons, and performers. The concert series was well received and generated \$259,247 in concert fees and concession revenues.

2004 marked the second year for the concerts at Marymoor. A strategy to hold fewer shows with greater attendance at each show did not produce revenues as anticipated. The final 2004 concert revenues were \$139,287, a reduction of 46%.

Revenues from the concert series are somewhat unpredictable, and to a large degree outside of the division's control. The division is dependent upon the entertainment market and the success of the promoter at securing popular and appropriately valued artists. The revenue from these efforts can be expected to vary from year to year. In addition, nationally, 2004 concert revenues were down 35% - 45%. However, the concert series remains a popular amenity, significant revenue stream, and a highly visible source of revenue for the regional park system, symbolic of the continuing effort to be entrepreneurial as called for in the Business Plan.

Other Enterprise Efforts

In addition to the most visible efforts to generate enterprise revenue, the division has an array of other efforts underway to generate new enterprise revenue and implement new ways of doing business. The division anticipates a significant amount of revenue from new enterprise activities, and continues to set aggressive targets for such activities. The Parks and Recreation Division's growing experience demonstrates that the timing and amount of such enterprise revenues as concessions, naming rights and other efforts take time to materialize and not as many revenues were realized in 2004 year as originally anticipated.

The division however, continues to be aggressive—and successful—in seeking and implementing such entrepreneurial efforts, including these efforts:

- In early 2004, the division signed a large multi-year naming-rights agreement with Group Health Cooperative for the Velodrome in Marymoor Park, and title sponsorship to the Friday Night Race Series. This is a three-year agreement with options for years four and five. The first year of the agreement (2004) was pro-rated and in 2004 the division received \$96,352. In years two and three of the agreement (2005 and 2006), the division will receive \$120,000 per year. Gross revenue for the three-year agreement will be \$336,352. Projected net revenue (after deducting costs for printing, signage, wind screens, track panels, painted track logos, etc.) for the three-year agreement is \$255,000.
- Staff recently completed negotiations with SUBWAY restaurants for a restaurant location at the Weyerhaeuser King County Aquatic Center. The restaurant opened in December 2004. In addition, staff completed negotiations with SUBWAY for a restaurant location in Marymoor Park. The division anticipates an opening date there in April of 2005. The division will continue to discuss additional opportunities with SUBWAY and other potential concession partners. Staff anticipates a 200% - 300% increase in food concession revenues at the Weyerhaeuser King County Aquatic Center. The last 15 years concession revenues have averaged \$9,000 annually and under the new agreement with Subway, staff anticipate revenues in excess of \$24,000 annually. Marymoor Park concession stand revenues have averaged less than \$1,000 annually and under the Subway agreement, staff anticipate revenues in excess of \$20,000. These are multi-year agreements that will provide a consistent annual revenue stream to the Parks Division.
- In the fourth quarter, the division issued the third annual Parks Request for Ideas and Proposals (RFI&P), in conjunction with King County Procurement & Contract Services. The RFI&P is an effort whereby the division seeks to partner with outside interests on various revenue-generating ventures consistent with the division's mission. This year division staff created an e-mail postcard to introduce the RFI&P and developed a more "business-friendly" format including photos, data, and an electronic copy of the Partnership with Parks program. Division staff continue to dedicate extensive time to meet with potential corporate and development partners in an effort to generate a significant number of quality responses to the RFI&P.
- Division staff has supported efforts in conjunction with the Lakeside Group, LLC to secure "Title Sponsorship" of the concerts at Marymoor Park. The 2004 series was titled the US Bank Concerts at Marymoor. Efforts to attract additional sponsors are ongoing.

- Division staff continues to aggressively pursue mutually beneficial and financially lucrative agreements through the *Partnership for Parks* program and Specialty Advertising programs. Division staff continues to meet with corporate partners including Starbucks, Group Health, and Comcast and are conducting phone and e-mail negotiations with several other potential partners. Such partnerships take time to develop and complete, but significant progress has been made in developing opportunities.
- The division has recently expanded recreational vehicle (RV) camping opportunities, which have the potential to generate additional revenue for the division. Improvements were completed at Tolt MacDonald Park and at the King County Fairgrounds. RV camping was also introduced at Marymoor Park.
- Division staff capitalized on an opportunity to generate revenue and promote county parks by hosting the *Disney Swim with the Stars Tour* at the Weyerhaeuser King County Aquatic Center in September, which provided county residents an opportunity to meet Olympic swimming stars. By developing premium seating opportunities, staff generated in excess of \$8,000 in revenue for the division. In addition, the event built considerable goodwill among potential corporate and swim community partners.
- The division also received a significant amount of miscellaneous revenue in 2004, for activities such as special use permits for utilities and other private uses of public land, and junk or salvage of equipment. The revenue projections are based on historical revenues and knowledge of customer needs, however, these revenues are difficult to predict. In 2004, the division exceeded its expectations for this area (see Table 1). Some of these revenue opportunities included:
 - The surplus sale of downed timber from a recent storm, which went to the highest bidder at \$13,106; and
 - The negotiation of an agreement for the sale of gravel on a 26-acre portion of Maury Island Regional Park. The division will collect an estimated \$145,000 annually under the terms of the agreement, which began in September 2004 and lasts until 2020.

Pursuing Gifts, Donations and Bequests

The division continues to pursue gifts, donations and bequests. These efforts are often coordinated with many of our non-profit partners such as the Northwest Parks Foundation, Friends of Marymoor Park, and Serve Our Dog Area (SODA). In 2004, the division received grants and donations valued at over \$390,000. Appendix C contains a complete list of the 2004 grants and donations received by the King County Parks and Recreation Division.

Other Ongoing Efforts To Generate Revenue Or Reduce Costs

Employee Cost Savings and Revenue Team

This employee team continues to meet regularly and act as an initiator and sounding board for a variety of revenue-producing and cost-saving ideas. The team:

- Orchestrated the development of several new picnic shelters.
- Coordinated the procurement of pool slides, including the design, permitting, and interface with the county health department. The slide placement on-site is directed by aquatics staff. The slides will enhance the demand for aquatics facilities (and may be particularly popular at pool parties), enhancing pool revenues.
- Continues to review and coordinate the development of various park features to attract users and revenue, such as features to attract pets, and camping amenities.

Marketing and Advertising

Promoting the opportunities available at King County parks is an important element of efforts to generate entrepreneurial revenues. The division does not directly expend funds on marketing campaigns (except some seed money for the marketing of the King County Fair), but is creating "media based" events that generate valuable publicity and public awareness of the division's facilities. These events represent a departure from "business-as-usual"; build equity among our constituents; and, most importantly, help create a business-friendly environment for the Parks and Recreation Division that helps promote future revenue generating ventures.

Division and departmental staff have been very successful in securing valuable media coverage. Media coverage can be valued in monetary terms - the equivalent monetary amount necessary to purchase such advertising. The division has tracked all media coverage and utilizing industry-accepted formulas, estimates that 2004 media coverage secured was worth more than \$1 million. The next step is to leverage this media coverage to increase operating revenues and also achieve greater support of the Parks Division. This effort is further discussed in the Community Outreach and Involvement section below.

Section IV Other Business Plan Activities
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This section describes ongoing efforts to promote several activities called for in the Business Plan: promoting partnerships, transfers of parks to cities and other areas, and community outreach activities.

Partnerships - Implementing Agreements With Other Organizations

The Association Development Operating Partnerships (ADOPs) program is the main strategy the division is using to develop agreements with user group organizations to enhance recreation services. The ADOPs program was conceived by the Active Sports Youth Recreation Commission (ASPYRe) and recommended by both it and the Task Force to provide grants to user groups and community-based organizations to develop, operate and/or maintain a public park or recreation facility. It is a concept that received strong support at public meetings and in surveys taken during the development of the Business Plan.

Annually, \$600,000 (\$300,000 in the division's 2004 capital budget and \$300,000 in the division's operating budget from levy funds) is available for the ADOPs program. At the end of 2004, \$1.2 million (minus program manager's salary and benefits) remains available for capital investment for ADOPs (a combination of 2003 and 2004 capital). A 2003 Budget Proviso required that the council approve ADOPs program guidelines and criteria before allowing the Executive to implement the program. The King County Council adopted Motion 11680 to establish the ADOPs program guidelines and selection criteria on March 31, 2003.

The division continues to work with user groups to identify partnership opportunities. There are currently 18 ADOPs concepts for potential partnership projects and ADOPs grant proposals being developed by community-based partners. About 13 of these concepts have been formally presented and are actively being developed.

The division expects to implement its first three ADOPs grants and partnerships in the first quarter of 2005:

- Marymoor Velodrome Association partnership agreement and ADOPs grant for improvements on the Group Health Velodrome at Marymoor Park; and
- Mirrormont Community Association partnership agreement and ADOPs grant to develop a new community park at the old Mirrormont School property.
- Regional Rugby Complex ADOPs grant where King County will be contributing capital acquisition grant dollars toward a regional rugby complex to be developed on land purchased by the Northwest Parks Foundation. In exchange for the capital grant funds, King County will receive a public recreation easement on the property that will ensure public access to the facility.

In addition, the division recently implemented an ADOPs partnership agreement (not involving a grant) on behalf of the Solid Waste Division for a ballfield development project with the Kirkland American Little League at the closed Houghton Landfill and is currently renewing the agreement for the Remote Controlled (RC) plane flying field/facility at the closed Hobart Landfill. The division is also developing an ADOPs agreement for the Hollywood Hills Saddle Club Arena at the Woodinville Pit site on behalf of the King County Roads Division. The division also expects to formalize a partnership with the Save Our Dog

Area (SODA) group, recognizing their contributions to maintenance, operations and capital improvements to the off-leash area at Marymoor Park.

Several more ADOPs grants and partnership proposals are nearing final stages of development, with likely implementation of the agreements occurring over the next few months. These include:

- Ballfield improvements at Big Finn Hill by the Kirkland North Little League;
- Improvements to the rowhouse at Marymoor by the Sammamish Rowing Association;
- Development of the new Preston Community Park and Ballfield Complex (with 2 field-turf soccer fields) by the Preston Community Club, Issaquah Little League, and Eastside Soccer; and
- A new backcountry bicycle trails facility at Duthie Hill, to be developed by the Backcountry Bicycle Trails Club.

The overall response to the program from sports associations, recreation groups, and other community organizations has been very positive. As anticipated by the Business Plan, these proposals offer a means to enhance recreation opportunities in the county parks, enriching the quality of life in the region. For example, the division is expecting a new partnership proposal from the Audubon Society for a bird watching recreation area at Marymoor Park. We are excited about potentially enhancing this valuable recreation opportunity.

Transferring Parks and Recreation Assets

Transferring local parks to cities and focusing on rural and regional programs is a key element of the Business Plan. Consistent with the Business Plan, the transfer of parks and pools within the urban growth area is being discussed as part of a broader county annexation strategy. However, the division will also seek to transfer properties in the advance of actual annexations whenever possible.

In the fourth quarter of 2004, the division transferred the Tahoma Pool, located in the urban unincorporated area (UGA), to the City of Covington. This transfer has allowed the division to reduce its budget and CX transfer in 2005 by over \$260,000.

The division will continue to discuss opportunities to transfer various UGA facilities with other municipalities, consistent with the business plan. The Division has made significant progress transferring properties since the development of the business plan. When the Business plan was developed in 2002, the Parks and Recreation Division had local pools and local parks that cost over \$7 million to operate inside the urban growth area boundary. King County has now completed transfer agreements for 10 local in-city pools, the Tahoma pool (a UGA facility), and 22 local parks, and negotiations continue for additional transfers.

The parks and facilities that have been transferred include:

Auburn Pool	City of Auburn
Auburndale Two Park	City of Auburn
Beaver Lake Park	City of Sammamish
Bridle Crest Trail (Redmond)	City of Redmond
Des Moines Creek Park	City of SeaTac
East Auburn Athletic Fields	City of Auburn
Eastgate Park	City of Bellevue
Enumclaw Golf Course	City of Enumclaw
Enumclaw Pool	City of Enumclaw
Federal Way Pool	City of Federal Way
Fort Dent Park	City of Tukwila
Grandview Park	City of SeaTac
Jenkins Creek Park	City of Covington
Juanita Beach Park	City of Kirkland
Kent Pool	City of Kent
Lake Burien School Site	City of Burien
Lake Wilderness Park	City of Maple Valley
Lea Hill Park	City of Auburn
Luther Burbank Park	City of Mercer Island
Manor Hill Park	City of Bellevue
Mercer Island Pool	City of Mercer Island & Northwest Center
Mt. Rainier Pool	Cities of Des Moines & Normandy Park, & Highline School District
Northshore Pool	Northwest Center
OO Denny Park	City of Seattle
Redmond Pool	Northwest Center
Salmon Creek Park	City of Burien
Salmon Creek Waterway	City of Burien
Shamrock Park	Si View Metropolitan Park District
Si View Park	Si View Metropolitan Park District
Si View Pool	Si View Metropolitan Park District
South Central Pool	City of Tukwila
South Park Farm	City of Seattle
Tahoma Pool	City of Covington

The division continues to work with cities and parks districts on the transfer of the remaining UGA facilities, including:

Bridle Crest Trail	City of Bellevue
Lake Heights Park	City of Bellevue
Coal Creek Park	City of Bellevue
Lake Sawyer Park	City of Black Diamond
West Hill Park	City of Bothell
Soos Creek Park	City of Covington
Sportsmen's Park	City of Enumclaw
Juanita Triangle	Finn Hill Park and Recreation District
Juanita Heights	Finn Hill Park and Recreation District
Sammamish Cove	City of Issaquah
Swamp Creek	City of Kenmore
Inglewood Wetlands	City of Kenmore
Tollgate Farm – middle site	City of North Bend
Slough House Park	City of Redmond (in final stage of

	completion)
Maplewood Park	City of Renton
May Creek Park	City of Renton
Sunset Playfield	City of SeaTac
Three Forks Natural Area	City of Snoqualmie

In addition to the transfer agreements and efforts identified above, the county has long-term lease agreements for operations of the following facilities:

Gold Greek Lodge	Operated by Boys & Girls Club of King County
West Hill Community Center	Operated by Boys & Girls Club of King County

Community Outreach and Involvement

The King County Parks and Recreation Division has pursued broader and more aggressive outreach techniques as part of its new way of doing business. Using entrepreneurial activities as a way to reconnect with the user groups they benefit has become a cornerstone of the new effort to reconnect with park users. Regular methods of communicating success in implementing the Business Plan, such as the listserve (an automatic electronic mailing list) and news releases, have become important ways of keeping the public informed of our progress.

2004 Outreach activities include:

- Reconnecting People to Their Parks, implementation of long-term outreach strategy developed collaboratively with The Point Wilson Group to help the Parks Division reconnect with the public, user groups and decision-makers it serves.
- Executive listserve messages. The listserve was developed to communicate directly with the public via e-mail on Parks' progress implementing the business plan. More than 800 people currently subscribe to the listserve.
- Regular meetings with park directors
- Briefings for Unincorporated Area Councils (Capital Forum, UAC Summit, North Highline Area)
- Quarterly meetings with City of Redmond regarding developments at Marymoor Park (monthly meetings during summer months)
- Metropolitan King County Council meeting focusing on Parks and Recreation hosted at Clise Mansion
- Community Advisory Group for Burke Gilman Trail redevelopment study established
- Public Meeting on a proposed pet memorial garden at Marymoor Park
- Annual online customer service survey
- Booth at BikeExpo & King County Fair
- Use of entrepreneurial activities to reach new audiences with positive message about implementation of Parks' Business Transition Plan
- Media relations to reach general public with news of steps to implement Parks' Business Transition Plan
- Web page enhancements

Executive Listserve Messages: Increased listserve to 808 registered subscribers in 2004.

In 2004, Listserve messages were sent to communicate:

- The largest multi-year naming rights agreement for parks and the first Partnership for Parks with Group Health
- Highlight enhanced summer activities in parks like new RV camping
- The King County Fair
- U.S. Bank concerts at Marymoor
- New river access point on the Snoqualmie
- National NACO award for the Parks Transition Plan
- Parks' first major concession agreement with Subway
- RV camping enhancements at Marymoor and the Fairgrounds
- A noxious weed program and an owl release at Marymoor
- A West Nile Virus monitoring program by Parks staff
- To introduce the new Parks director, Suzanne Little
- Communicate budget information with user groups
- Invite park users to participate in the annual parks survey

- Announce the grand opening of Subway at the Aquatic Center
- Introduce the new Burke Gilman Trail Citizen Advisory Group
- Announce the Pacific Rim Sports Summit negotiations with King County Parks
- Solicit proposals for entrepreneurial activities within King County Parks

Press Releases: Creating a new image of King County Parks as innovative, efficient and business-friendly has been a major communications accomplishment of the Division over the past two years, and “earned media” has proven critical to showing both community leaders and the private sector that Parks is a vital organization worthy of their support. However, even with drastically cut marketing budgets, the Division has leveraged media to disseminate information about its programs, through such high-profile events as the County Fair, Dock Dogs, and Olympic trials at the Aquatics Center.

Positive media coverage has also raised the baseline visibility of the Division as a vital community asset, and a source of fun. MSNBC covered the Division’s Dock Dogs event, and local television and radio programs look to Parks for creative opportunities.

In 2004 the county issued nearly 40 news releases involving the Parks and Recreation Division. These releases generated 243 stories valued at more than \$1 million. Highlights included press releases about:

- New water slide to add fun, profit potential to King County's Renton Pool
- Largest-ever cash gift to King County Parks honors Bothell man's love of outdoors
- SUBWAY restaurant is newest addition to Weyerhaeuser King County Aquatic Center
- Need last-minute gifts? King County's Waste Free Holidays can help
- King County announces partnerships to improve youth recreation facilities
- Talk to us: Your opinion counts at King County Parks
- King County's Marymoor Park takes top prize
- 13 citizens to advise on redevelopment of Burke-Gilman Trail in Lake Forest Park
- The division’s new director, Suzanne Little
- A national NACO award for the Parks Business Transition Plan
- A visit by Olympic athletes to the Aquatic Center
- Parking improvements at Cougar Mountain
- A major concession agreement with SUBWAY at Marymoor Park
- Seeking public comment about a pet memorial garden at Marymoor Park
- Transfer of the Tahoma pool to the City of Covington
- A slambox program at White Center
- A willow removal project on the Sammamish River at Marymoor Park
- Parks staff participating in efforts to monitor West Nile Virus
- The release of a rescued Great Horned Owl at Marymoor Park
- The Highland Games at the King County Fairgrounds
- A water storage project that will bring improved trails and parking to Soaring Eagle Park
- A Pacific Northwest Swimming Hall of Fame induction at the KCAC

Reconnecting People to Their Parks: Outreach and Reconnecting Strategy

Partnership for Parks: The announcement of an unprecedented partnership with Group Health Cooperative offered an excellent opportunity for positive outreach to the cycling community, one of the largest user groups of King County's regional trails. In addition to regular media relations, the division worked cooperatively with the Cascade Bicycle Club and the Marymoor Velodrome Association to get word out to their members. The listserve used by these two cycling groups reaches more than 20,000 active cyclists throughout the region. King County also had a presence at BikeExpo 2004, the largest annual cycling-related event in the region and was able to pass out information on our cycling facilities as well as the new partnership.

Dock Dogs Event With SODA: This popular event offered a great opportunity to partner with one of King County's most active user groups, SODA, an active steward of the off-leash dog area. SODA was able to use the event hosted by King County as an opportunity to increase their visibility and raise funds for stewardship of the off-leash dog area at Marymoor Park.

King County Fair, Battle of the Baristas: Twenty-one espresso stands sold advance tickets for the King County Fair to promote the King County Fair Battle of the Baristas in South King County. The initiative, sponsored by Java! Java! Coffee Company in Maple Valley, was geared to develop early interest about the Fair and develop a group of community ambassadors to distribute Fair information. Participating espresso stands sold a total of 487 advanced tickets. 777 fairgoers cast their votes at the Fair to name their favorite South King County barista. The booth was staffed by a youth group from the Enumclaw Plateau, who also organized free picnic games for fairgoers.

Swimming with the Stars: Michael Phelps and Ian Crocker were among the Olympic medal-winning swimmers who came to the King County Aquatic Center. King County was able to reconnect with swimming groups who were very active and vocal advocates during the creation of the Business Plan. Parks staff also used this as an opportunity to reach out to potential business supporters.

Burke Gilman Trail Redevelopment Study Community Advisory Group: To involve Lake Forest Park residents and trail users in the redevelopment of the Burke Gilman Trail, a Community Advisory Group with 13 members was appointed. The 13 members include trail side homeowners, cyclists, other trail users, a Lake Forest Park business representative and a Lake Forest Park Parks and Recreation Commissioner. Meetings are held regularly and the group will be asked to make recommendations on the study, providing input on design, safety, liability, maintenance, enforcement and environmental concerns.

Metropolitan King County Council Meeting Focusing on Parks and Recreation Hosted at Clise Mansion: Parks took the opportunity of the Metropolitan King County Council focus on parks and recreation at a July 26 meeting to recruit 12 user groups to testify before the Council. Testimony focused on improved working relationship with parks since implementation of the Parks Business Transition Plan and Parks new way of doing business.

Public Meeting on a Proposed Pet Memorial Garden at Marymoor Park: People were invited to give feedback on a pet memorial garden proposed for Marymoor Park. The meeting included schematics of the proposed garden and examples of landscaping materials that would be used. Attendance was sparse, despite widespread invitations, and comments were primarily positive.

Annual Online Customer Service Survey: Parks' annual online customer service survey was issued in the fourth quarter. Nearly 300 people logged on to share their views on King County Parks and new entrepreneurial ventures. Results are being tabulated and will be shared in the next quarterly report.

Booth at BikeExpo: A booth at BikeExpo allowed parks to reach out to one of its core constituencies, cyclists, and announce its partnership with Group Health and the Marymoor Velodrome Association. Newly printed maps of the county's bike trails, made possible by the Group Health partnership, were distributed and the Friday Night Racing Series sponsored by the Marymoor Velodrome Association, was publicized.

Web Page Enhancements: Parks made it easier for people to find the right park in the right location within King County's 25,000-acre parks system with the introduction of King County Parks' new interactive Park Locator map.

Volunteer Program Activities

A total of 73,479 volunteer hours were tracked for 2004, compared to 67,565 volunteer hours in 2003, an increase of 8.75%. The division provides opportunities for youth and adults to participate in a variety of natural resource projects, recreation and aquatics programs, services, and special events on parks and natural lands, and in parks facilities. Volunteers enhance division services in a variety of ways--by providing additional projects and programs without additional expense, supplementing staff's efforts, and promoting citizen understanding of and assistance with park services, challenges and issues.

In the division's Regional Parks, Pools, and Recreation Section, 4-H adult and youth volunteers contributed 30,000 hours at the King County Fair in Enumclaw. Adult volunteers worked with teen participants at the White Center Park Teen Program in areas ranging from photography, racquetball and cooking instruction to graphic design support for a teen poetry magazine. Volunteers donated more than 50 hours of service at the Parks Information booth during the Marymoor Concert Series and the King County Fair.

In the division's Parks Resource Section (generally responsible for facility maintenance), 231 volunteer projects were completed on King County Parks and Natural Lands. Over 4,365 volunteers provided more than 23,394 volunteer hours for Park's Resource Coordinators working on restoration projects and trail work. Over 25,000 tree and shrub seedlings were "potted up" at the King County Greenhouse and Nursery.

Projects involved both individuals and groups including businesses such as Boeing, Microsoft, Starbucks, Sterling Savings Bank, Bank of America, PACCAR and more. Youth groups, student groups from colleges and universities and community service clubs including Rotary and Lions participated in a variety of volunteer projects. Mountains to Sound Greenway, Washington Trails Association, Volunteers for Outdoor Washington and the Washington Native Plant Society provided partnerships with their members volunteering on King County sites.

Adopt-A-Park groups were active in 2004 with S.O.D.A. (Serve Our Dog Areas) contributing 3,632 hours for the year. The Washington Native Plant Society continued its work on the Redtown Meadow Project at Cougar Mountain and is planning to lead volunteer events at the site in 2005. The Adopt-a-Park program continued to provide opportunities for groups to help and maintain King County's 200 parks and over 100 miles of regional trails. Twenty-eight Park Ambassadors are hiking trails, doing education presentations, and supporting park programs.

The division continues to support a successful and expanding Volunteer Program in aquatics, at the fairgrounds and in recreation, as well as supporting and expanding volunteer projects in parks and natural lands on a project-by-project basis.

Appendix A 2005 Adopted Parks Levy Fund

Parks 2004 Levy Fund / 1451/0640						
	2004 Adopted	2004 Estimated	2004 Actual	2005 Adopted	2006 Projected	2007 Projected
Beginning Fund Balance	0	0	0	1,272,331	1,747,946	2,061,876
Revenues						
Levy Proceeds ^{1, 2}	11,533,243	11,302,754	11,249,684	11,641,836	11,961,987	12,261,036
Delinquent Levy Collections ²				120,793	164,681	201,522
Interest ³	19,442	23,837	26,353	14,191	41,288	50,733
Regional/Rural Business Revenues ⁴	4,090,063	3,567,151	3,385,983	3,953,612	4,151,293	4,358,857
UGA Business Revenues ⁴	1,038,140	1,038,140	859,431	697,693	732,578	769,207
CX Transfer ⁵	2,961,640	2,961,640	2,974,640	2,696,803	2,831,643	2,973,225
CIP ⁶	1,154,342	1,154,342	1,154,342	1,289,070	1,353,524	1,421,200
Homeland Security Grant			0	185,329		
Total Revenues	20,796,870	20,047,864	19,650,433	20,599,327	21,236,993	22,035,780
Expenditures						
Regional & Rural Expenditures (Levy-derived) ⁷	(9,751,593)	(10,274,505)	(9,606,183)	(11,356,857)	(11,923,239)	(12,519,401)
Regional/Rural Expenditures (Business Revenue-derived) ⁷	(4,090,063)	(3,567,151)	(3,385,983)	(3,953,612)	(4,151,293)	(4,358,857)
Urban Growth Area Expenditures (Business Revenue-derived) ⁷	(1,038,140)	(1,038,140)	(859,431)	(697,693)	(732,578)	(769,207)
Urban Growth Area Expenditures (CX-derived) ⁵	(3,022,082)	(3,022,082)	(2,974,640)	(2,751,839)	(2,889,431)	(3,033,902)
CIP/Land Management Expenditures ⁶	(1,154,342)	(1,154,342)	(1,154,342)	(1,289,070)	(1,353,524)	(1,421,200)
ADOPS Expenditures ⁸	(300,000)	(300,000)	0	(300,000)	(300,000)	(300,000)
Homeland Security Grant Expenditures			0	(185,329)		
Total Operating Budget⁷	(19,356,220)	(19,356,220)	(17,980,579)	(20,534,400)	(21,350,064)	(22,402,567)
Estimated Underexpenditures⁹	193,562	580,687		410,688	427,001	448,051
Other Fund Transactions						
Total Other Fund Transactions	0	0		0	0	0
Ending Fund Balance	1,634,213	1,272,331	1,669,854	1,747,946	2,061,876	2,143,141
Less: Reserves & Designations						
Total Reserves & Designations	0	0	0	0	0	0
Ending Undesignated Fund Balance	1,634,213	1,272,331	1,669,854	1,747,946	2,061,876	2,143,141
Target Fund Balance¹⁰	1,613,018	1,613,018	1,637,536	1,695,756	1,779,172	1,866,881
Financial Plan Notes:						
¹ Parks 2004 Levy Subfund was a new fund in 2004.						
² Levy Proceeds and Delinquent Levy Collections revised by OMB September 2004.						
³ Interest Earnings based on an interest rate of 2.25% in 2004 Adopted, 2.35% in 2004 Estimated, 3.225% in 2005, 4.75% in 2006 and 5% in 2007, with 20 basis point investment service fee deducted; per DNR's cash-flow/interest earnings analysis.						
⁴ Growth rate of 5% for UGA and Regional/Rural Business Revenues in 2006 and 2007.						
⁵ Growth rate of 5% for CX Transfer Revenue and Urban Growth Area CX-derived Expenditures in 2006 and 2007. The CX Transfer is used to cover costs in the Urban Growth Area (UGA); per financial plan approved by King County Council in adopting the levy ordinance. \$13,000 was added in the 4th Quarter Omnibus to support GIS work on the Sammamish Valley Map.						
⁶ Transfers from Fund 3160 and 3490 (backed by REET 1 & 2) for Capital & Land Management FTEs. 2006 and 2007 assume inflation rate of 5%.						
⁷ 2004 Estimated and 2005 Adopted budget based on experience to date & anticipated projects. Regional/Rural Levy-derived, Regional/Rural Business Revenue-derived, and Urban Growth Area Business Revenue-derived Expenditures inflated at 5% in 2006 & 2007.						
⁸ Partially funds ADOPS program. Additional funds are in Parks CIP.						
⁹ Estimated Underexpenditures 1% in 2004 Adopted. Estimated Underexpenditures 3% in 2004 Estimated, by design, to accommodate lower than anticipated regional business revenues. Estimated Underexpenditures 2% in 2005, 2006 and 2007. Estimated Underexpenditures include 2% required for UGA expenditures funded by CX transfer.						
¹⁰ Target Fund Balance is 1/12th of Total Expenditures (excluding Homeland Security Grant Expenditures).						

Appendix B
2004 – 2005 Fee Increases

2005 King County Parks Fee Changes			
	2004	unit	2005
Aquatics Fees			up to
AQC Conversion Fee	\$500.00	per event	\$525.00
AQC Data handling A	\$27.50	per hour	\$29.00
AQC Event Supervisor	\$35.00	per hour	\$36.75
AQC Facility Operator A	\$35.00	per hour	\$36.75
AQC Hy-Tek entries	\$1.00	per entry	\$1.05
AQC phone line	\$100.00	per day	\$105.00
AQC Scoreboard A	\$27.50	per hour	\$29.00
Staff Fee per hour	\$25.00	per hour	\$26.50
AQC Timing Console A	\$27.50	per hour	\$29.00
AQC-Competition - Shared Facility LC	\$100.00	per hour	\$105.00
AQC-Competition - Shared Facility SC	\$83.00	per hour	\$87.00
AQC-Flat Fee	\$450.00	per event	negotiated
AQC-Lobby/Concourse	\$78.75	per hour	\$82.00
AQC-Photo Shoot Fee	\$250.00	4 hours	\$262.50
AQC-Practice - Diving	\$44.00	per hour	\$46.00
AQC-Practice - HS	\$8.00	per hour	\$10.00
AQC-Practice - LC	\$18.00	per hour	\$19.00
AQC-Practice - SC	\$8.80	per hour	\$9.50
AQC-Practice - SS	\$44.00	per hour	\$46.00
AQC-Practice - WP	\$44.00	per hour	\$46.00
School District Shared Use (per area)	\$25.00	per hour	\$26.25
School District Use (per area)	\$50.00	per hour	\$52.00
Special Interest Group -- Pool Rental	\$73.50	per hour	\$77.00
Swim Team Rental -- Entire Pool	\$73.50	per hour	\$77.00
Swim Team Rental -- Per Lane	\$8.80	per hour	\$9.50
Synchro Competition	\$73.50	per hour	\$77.00
Water Polo Competition	\$73.50	per hour	\$77.00
Diving Competition	\$70.00	per hour	\$77.00
Swim Lessons 6 Pers	\$6.80	per lesson	\$6.80
Swim Lessons 9 Pers	\$5.80	per lesson	\$5.80
Swim Lessons 12 Pers	\$4.50	per lesson	\$4.50
10 Punch Card Adult	\$58.50	each	\$61.50
10 Punch Card Senior	\$40.00	each	\$42.00
1 Year Disabled Pass	\$240.00	each	\$260.00
1 Year Family Pass	\$625.00	each	\$650.00
3 Month Family Pass	\$250.00	each	\$275.00
3 Month Senior Pass	\$97.50	each	\$107.50

2005 King County Parks Fee Changes			
	2004	unit	2005
Lap Swim Adult	\$4.75	each	\$5.00
Lap Swim Disabled	\$3.25	each	\$3.50
Lap Swim Senior	\$3.25	each	\$3.50
KCAC Room Rentals	\$35.00-2,835		\$36.75-2,900.00
Pool Rentals	\$90.00-239.40		\$95-250.00
New Classes	various		up to \$500.00
AQT CPR for Rescuer	\$37.50		\$40.00
AQT Lifeguard Training	\$99.00		\$105.00
AQT NW Lifeguard Prep Course	\$15.00		\$20.00
AQT Water Safety Aide	\$15.00		\$20.00
AQT Water Safety Instructor	\$90.00		\$105.00
Locker rental			\$.50
Fairgrounds	2004	unit	2005
			up to
Activity Hall Youth, Fairgrounds	\$285.00	per event	\$300.00
Activity Hall F-Su-H, Fairgrounds	\$575.00	per event	\$610.00
Activity Hall M-Th, Fairgrounds	\$575.00	per event	\$580.00
Arena - Youth, Fairgrounds	\$125.00	per event	\$130.00
Arena F-Su-H, Fairgrounds	\$250.00	per event	\$265.00
Bed and Feed	\$5.00	per day	\$7.00
Cascade Arena F-Su-H, Fairgrounds	\$190.00	per event	\$200.00
Chairs - Fairgrounds	\$0.85	each	\$0.90
Cheerleading Practice	\$22.50		\$24.00
Concession Stand, Fairgrounds	\$100.00	per event	\$105.00
Conference Center F-Su-H - Fairgrounds	\$600.00	per event	\$630.00
Conference Center/Yth, Fairgrounds	\$300.00	per event	\$315.00
Conference Room, Fairgrounds	\$75.00	per event	\$80.00
Covered Arena - Youth, Fairgrounds	\$190.00	per event	\$200.00
Covered Arena F-Su-H, Fairgrounds	\$375.00	per event	\$395.00
Dog Barn - Youth, Fairgrounds	\$100.00	per event	\$105.00
Dog Barn F-Su-H, Fairgrounds	\$200.00	per event	\$210.00
Exhibit Hall - Youth, Fairgrounds	\$375.00	per event	\$395.00
Exhibit Hall F-Su-H, Fairgrounds	\$750.00	per event	\$790.00
Exhibit Hall M-Th, Fairgrounds	\$750.00	per event	\$760.00
Food Concessions	\$525.00	per event	\$550.00
Livestock Barn - Youth, Fairgrounds	\$190.00	per event	\$200.00
Livestock Barn F-Su-H, Fairgrounds	\$375.00	per event	\$395.00
Pavilion - Youth, Fairgrounds	\$100.00	per event	\$105.00
Pavilion F-Su-H, Fairgrounds	\$200.00	per event	\$215.00
Rabbit Barn F-Su-H, Fairgrounds	\$220.00	per event	\$230.00

2005 King County Parks Fee Changes			
	2004	unit	2005
Rabbit Barn, Fairgrounds - youth	\$110.00	per event	\$115.00
Rainier Arena F-Su-H, Fairgrounds	\$190.00	per event	\$200.00
Rodeo Arena - Youth, Fairgrounds	\$315.00	per event	\$330.00
Rodeo Arena F-Su-H, Fairgrounds	\$625.00	per event	\$655.00
Sound System - Fairgrounds	\$30.00	per event	\$32.00
Stage Risers - Fairgrounds	\$7.50	per event	\$8.00
Horse Practice (all)	\$4.00	per rider/per hour	\$6.00
Kitchen -- activity hall -- Fairgrounds	\$50.00	per day	\$60.00
City of Enumclaw Park and Recreation			negotiated or standard rates
RV Camping w/hookups	\$20.00	per day	\$26.00
Camping w/o hookups	\$15.00	per day	\$16.00
Special Event Camping		per day	\$35.00
Fair ID Card	\$3.00	each	\$4.00
Fair T-Shirts sm-xl	\$10.00	each	\$12.00
Fair T-Shirts xxxlg	\$12.00	each	\$14.00
Open Class Dairy/Beef Cows	\$7.50	each	\$8.50
Open Class pygmy goats	\$5.00	each	\$6.50
Open Class rabbits	\$2.00	each	\$3.00
Premium Bulk Mail Fee	\$3.00	each	\$4.50
Adult Fair Admission	\$6.00		\$7.00
Child Fair Admission (under 13)	\$4.00		\$5.00
Senior Fair Admission (62+)	\$5.00		\$5.00
Special Event Admissions			Actual Cost
Rodeo Arena - Horse Practice Wknd		4 Hr Block	\$130.00
Rodeo Arena - Horse Practice Wkdy		4 Hr Block	\$90.00
Covered Arena - Horse Practice Wknd		4 Hr Block	\$90.00
Covered Arena - Horse Practice Wkdy		4 Hr Block	\$60.00
Rodeo Arena - Youth Practice Wknd		4 Hr Block	\$90.00
Rodeo Arena - Youth Practice Wkdy		4 Hr Block	\$60.00
Covered Arena - Youth Practice Wknd		4 Hr Block	\$60.00
Covered Arena - Youth Practice Wkdy		4 Hr Block	\$40.00
Recreation Fees	2004	unit	2005
			up to
Camping Weekly- hookups	\$125.00		\$150.00
Camping Weekly- no hookups	\$75.00		\$90.00
Camping w/Hookups	\$25.00	per night	\$26.00
Camping w/o Hookups	\$15.00	per night	\$16.00
Duthie Hill Room Rental	\$250.00	8 hrs	\$300.00
Duthie Hill Room Rental - weekend rate	\$350.00	8 hrs	\$400.00
Large Group Camping Site	\$105.00	per night	\$110.00
Small Group Camping Site	\$80.00	per night	\$90.00

2005 King County Parks Fee Changes			
	2004	unit	2005
Meeting Room Fee	\$26.25	per hour	\$30.00
Pitcher's Mound	\$385.00	per event	\$400.00
Preston - building only		8 hrs	\$400.00
Preston - building & gazebo		8 hrs	\$550.00
Preston/Duthie Hill additional hours	\$75.00	per hour	\$80.00
Moorage	\$18.00		\$18 min./.85 foot
Garbage Dump Fee	\$2.50	per bag	\$3.50
Youth/Senior Field Use	\$6.00	per hour	\$8.00
Overhead Projector Rental	\$26.25	per day	\$27.00
Standard AV Screen	\$10.50	per day	\$11.00
TV and VCR	\$36.75	per day	\$40.00
Other AV equip.		per day	negotiated
Picnic Rentals (und. 100)			
	wkday/wkend		wkday/wkend
-Category A (5 hours) wkday/wkend	\$80/\$95	5 hours	\$85/\$100
-Category B (5 hours)	\$75/\$85	5 hours	\$80/\$90
-Category C (5 hours)	\$70/\$75	5 hours	\$75/\$80
(more than 100)	\$1.25	per person	\$1.30
P-Patch Rental	\$50.00	plot/season	\$52.50
Tennis Court Rental	\$2.00	per hour	\$2.50
Cricket Game	\$28.00	per hour	\$30.00
Gymnasium Fee	\$40.00	per hour	\$42.00
Gh Drop-in Bball Adult	\$4.00	per person	\$4.50
GH Drop-in Bball Teen	\$2.00	per person	\$2.00
Sanitation Fee	\$50.00		\$55.00

Appendix C Grants and Donations

Name	Type	Value	Notes
Starbucks Foundation	Grant	\$5,000	Words From the Heart Poetry Project
Neighbor to Neighbor Fund	Grant	\$3,400	Words From the Heart Poetry Project
SW Weed & Seed Grant Program	Grant	\$54,000	Homework Hotspot - 3 year multi-year funding @ \$18,00/ yr
King County 4Culture	Grant	\$4,000	Visual/Performing Arts Instruction
SOAR Opportunity Fund	Grant	\$2,500	Words From the Heart Poetry Project
Youth Tobacco Coalition	Grant	\$1,000	Pepsi Pitch, Hit and Run, Halloween Carnival
Washington State Teen Line	Grant	\$1,000	Snacks and Facts Project
Making Connections Initiative (Annie E. Casey Foundation)	Donation	\$915	Gift card for Burnt Toast Cooking Program
White Center Community Development Association	Donation	\$3,000	Ten digital cameras, framed photographs
Highline School District	Donation	\$3,000	Summer Sack Lunch Program
Benham Gallery	Donation	8,000	Ten digital cameras
Paramount Theater	Donation	\$200	Tickets to Dance This
White Center Community Development Association	Donation	\$500	Skateboard decks
White Center Community Development Association	Donation	\$200	Volunteer Event
Washington State Teen Line	Donation	\$300	Tickets to Sonics game
Anthony Anderson	Donation	\$100	Food for Burnt Toast Cooking Program
Jeremy Bryant	Donation	\$100	Food for Burnt Toast Cooking Program
Seattle Times	Donation	\$400	Newspaper subscriptions for Homework Hotspot
Seattle Sounders	Donation	\$100	Tickets to Sounders game
Police Athletic League/Washington State Racquetball Association	Donation	\$200	Racquetball equipment
Bumbershoot	Donation	\$300	Tickets to Bumbershoot
Benham Gallery	Donation	\$3,000	Computer, printer, software, computer desk, warranty, digital camera
Highline School District	Donation	\$593.92	After-School Snack Program - Fall
WSU/Cooperative Extension	Donation		Technical Assistance for Burnt Toast Program and teen program garden
King County Community Organizing Program	Donation	\$300	Food for Youth Council meetings
Wizards of the Coast	Donation	\$1,000	Games
Making Connections Initiative (Annie E. Casey Foundation)	Donation	\$200	Fred Meyer gift card - Photography program
Making Connections Initiative (Annie E. Casey Foundation)	Donation	\$200	Sale of photographs for teens
White Center Community Development Association	Donation	\$75	Pizza for Youth Council meeting
King County Housing Authority	Donation	\$150	Target gift cards - Art Contest
Benham Gallery	Donation	\$200	Staffing for Photography Program

Name	Type	Value	Notes
White Center Community Development Association	Donation	\$50	Albertson's gift card - program support
Bryn Mawr Elementary School	Donation	\$500	Family Night Out
Olympic View Elementary School	Donation	\$1,000	Family Night Out - 2 programs
Starbucks Make Your Mark Program	Donation	\$850	Burke-Gilman Trail plantings with the Lake Forest Park Starbucks
Office of Homeland Security	Grant	\$62,000	Mass care storage containers, update Parks Emergency Response Plan, 800 Mghrtz radios
Office of Homeland Security	Grant	\$50,000	Mass care radiological emergency response plan
Office of Homeland Security	Grant	\$100,000	Mass care radiological detection equipment and exercise
King Conservation District	Grant	\$10,000	Purchase of 2,000 trees for volunteer planting project at Three Forks Natural Area
Rural Community Partnership Grant Program	Donation	\$6,000	Three Forks Natural Area restoration project in partnership with Two Rivers School
Waterworks Grant Program	Donation	\$15,000	Gold Creek Park restoration project/plant survey in partnership with Boys & Girls Clubs
Waterworks Grant Program	Donation	\$49,000	Juanita Woodlands site improvements, restoration and signage in partnership with Denny Creek Neighborhood Alliance
NW Containers	Donation	\$4,000	Painting emergency containers
	Total	\$392,334	